

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.  
20052

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MARCH 12, 1982, IN LISNER  
HALL, ROOM 603

1 Provost Bright called the meeting to order at 2:11 p.m.

Present: Provost Bright, Registrar Gebhardtsbauer, Parliamentarian Cheh, Birnbaum, Claeysens, Divita, Elgart, Fox, Frey, Griffith, Hill, Kelly, Liebowitz, Loeser, Mazzeo, Morgan, Packer, Pierpont, Robinson, Schiff, H. Solomon, L. Solomon, Steiner, Toridis, Wallace and Ziolkowski

Absent: President Elliott, Barron, Burns, Chandler, Eldridge, Hawkins, Linton, Sachlis, Sapin, B. Smith, G. Smith, and Zenoff

2 The minutes of the regular meeting of February 12, 1982, were approved as distributed.

(a) Professor Wallace, Co-Chairperson of the Joint Committee of Students and Faculty, said the committee wished to amend the third line of Section (2) of Resolution 81/10, "A Resolution on Guidelines for Planning Commencement Exercises," before moving its adoption, so that the same would read: ". . . and that this group, including each school's or college's representatives from GWUSA, develop criteria and make recommendations for the speaker and other features of the commencement activities. . . ." Professor Wallace then moved the adoption of Resolution 81/10, as amended, on behalf of the Joint Committee of Faculty and Students. The motion was seconded. Professor Wallace explained that the Public Ceremonies Committee worked jointly with the Joint Committee on this resolution and that it was before the Senate on behalf of both of these committees. She then introduced Mr. Carlos Berreteaga, student Co-Chairperson of the Joint Committee and Vice President of GWUSA, who worked on the drafting of this resolution. She thanked Professor Robert G. Jones, University Marshal, who served as a consultant to the committee, for his invaluable expertise.

Professor Claeysens, Chairman of the Public Ceremonies Committee, said that the amendment to Section (2) of the resolution made by Professor Wallace was a recommendation of the Public Ceremonies Committee. The committee thought it important the student representatives in each instance be those elected or appointed from the school or college whose committee would be bringing forth recommendations from that school or college. Mr. Berreteaga pointed out that the resolution was worded in such a way as to insure as much student input as possible. A discussion followed by Professors Morgan, Jones, Wallace, and Mr. Berreteaga. Professor Morgan suggested amending the third line of Section (2) by adding the words "at least one of that school's or college's before the words "student representatives." Professor Wallace said she would accept Professor Morgan's amendment. Professor Jones expressed concern that an appointed member of GWUSA who did not represent the school or college

would fall into this category. Professor Griffith recommended adding the word "elected" before the words "student representatives." Professor Fox moved the amendment to include at least one of that school's or college's "elected" student representatives from GWUSA, and Professor Hill seconded the motion. Mr. Berreteaga spoke against the amendment because it would restrict the number of students who might be willing to serve in this capacity. Professor Morgan responded that it seemed to him that if the elected representatives to GWUSA from a particular school or college were not interested in participating in the planning of commencement exercises, then that was a reflection on GWUSA, and it would seem to be rather unfortunate to substitute for that GWUSA input a student who was not elected by the school or college as its representative.

Further discussion followed by Mr. Berreteaga, Professor Morgan, Professor Griffith, and Professor Jones. Professor Claeysens spoke in support of the amendment. The question was called on the amendment, and it was adopted. The question was called on the original motion, as amended, and Resolution 81/10, as amended, was adopted. (Resolution 81/10 attached.)

- 3 (b) Professor Griffith, Chairman of the Professional Ethics and Academic Freedom Committee moved Resolution 81/11, "A Resolution to Amend the Faculty Code to Include a Statement on Criteria for Tenure," and the motion was seconded. Professor Griffith said he wished to apologize for his oversight in presenting this resolution prematurely to the Senate today without first having referred it to the Appointment, Salary and Promotion Committee. He said that the committee had completely overlooked the fact that the Senate had referred this matter jointly to these two committees. However, he said that if Professor Robinson, Chairman of the Appointment, Salary and Promotion Committee, had no objections, he thought it would be a good idea if a preliminary discussion of the resolution could be held today, after which he would move to refer the resolution back to the Appointment, Salary and Promotion Committee for further consideration. Professor Robinson said that she had no objections to a discussion on the resolution today, but that she wished to have it referred to her committee for its consideration. Professor Morgan said that since he was the person who originally moved to refer this matter to both committees he should have remembered that and was more to blame than Professor Griffith. Professor Morgan voiced his concern about the potential effect of stating formal criteria for tenure. Arguably, he said, the tenure decision is currently tantamount to a reappointment decision, and, arguably, one could take the position that no reasons have to be given for denying tenure as is the case with a nonrenewal decision. He said that this poses a very important question with regard to potential grievance proceedings--as to whether a tenure decision is analogized to a renewal decision or whether it is analogized to a promotion decision based on specific criteria. Professor Morgan said he was not sure where the Senate stands on this question but he urged that all the implications be recognized before a final decision is made.

Professor Griffith explained the rationale behind the proposed resolution. The subcommittee, chaired by Professor David E. Silber, reviewed inquiries sent to the deans of the schools and colleges as to whether or not there already existed separate criteria for promotion and for tenure in their faculties. All but two of the deans responded. In some cases there were different criteria for promotion and tenure, and in some cases there were not. The subcommittee was left with the alternative of attempting to write very generalized and abstract criteria for tenure for the Faculty Code, or continuing the present system which simply makes no mention at all of criteria for tenure in the Code, leaving the possible assumption that it is a matter of either promotion or reappointment already covered under the Code. After studying the alternatives, the subcommittee recommended decentralization which is basically the situation now where different schools and colleges have different criteria. Professor Griffith said it seemed to him that the Senate has

three choices: (1) to send the resolution back with more specific instructions on Code language; (2) to accept decentralization as reflected in this resolution; or (3) to continue the present practice of having no stated criteria for tenure in the Code. The argument is strongest against the last choice, he said, because it raises a question of fairness with regard to the most important judgment that will be made about a probationary faculty member's future career. He thought it basically unfair that there is no reference in the Faculty Code, which is incorporated in each faculty contract, as to the criteria under which a faculty member will be judged. The possibility of writing more generalized criteria for the Code was viewed by the subcommittee as inviting more problems than it would solve. With regard to decentralization, the only defect he could see in this procedure was that it does not include a control mechanism for making certain that the individual criteria of the schools, colleges, and departments are all on file somewhere and presumably reviewed at some level. If that is not done, this could cause some problems in future litigations.

Professor Pierpont, a member of the subcommittee, said that the members studied the data received from the deans, and while there were some variations, there were also some very basic themes. First, one could not safely identify promotion criteria with tenure and appointment, and, secondly, no faculty member should be "surprised" by a negative tenure decision. At the same time, he said the subcommittee was conscious of the legal implications of setting down too many specific criteria, i.e., like a job description. Therefore, the members thought that decentralization might work in that it doesn't commit too much but does establish that criteria for tenure are different from criteria for promotion. He pointed out that the Medical Center has written criteria which he thinks work very well. However, Professor Pierpont said he agreed with Professor Griffith that this resolution should be referred to the Appointment, Salary and Promotion Policies Committee for further study.

Provost Bright commented that he was bothered by the requirement in the resolution that "each department, division, or comparable program shall establish procedures for informing faculty members periodically concerning their probable status with regard to tenure." When the tenure system was established as it now stands, he said, the President and the Board of Trustees advised him that it was his responsibility to make certain that nobody received tenure inadvertently, i.e., by someone ignoring the fact that a faculty member was due for tenure. He said his office has watched this very carefully and, as far as he knew, no one has received tenure by default. The requirement in this resolution, however, suggests that he, or his successor, would have to make certain that every department chairman notify his or her faculty members periodically of their probable status with regard to tenure. Otherwise, a faculty member could argue in a grievance case that he or she was not informed periodically and, therefore, could receive tenure by default.

Professor Morgan commented that probably the procedures for periodic assessment of probable status with regard to tenure ought to be school or college procedures rather than departmental because the major difference between criteria for an award of tenure and for promotion probably would be that of programmatic need, and that would be a matter beyond department competence to assess. He also thought that individual departments should not have criteria for tenure or promotion that are less rigorous than those of the school or college. Professor Griffith replied that the argument for departmental advising on the probable status with regard to tenure is that the Code already requires that with respect to promotion. It seemed logical that since department chairmen now advise with regard to promotibility, they should also advise with regard to tenure. He thought the candidate should have the benefit of the best review then available as to whether there was likely to be a tenure spot in the program that he or she teaches in. Further discussion continued by Dean Birnbaum, Professors



Griffith, Hill, Pierpont, and Morgan.

Professor Schiff said he construed the wording to apply to both tenure-track and non-tenure-track appointments. He said he thought it would be impossible for a departmental chairman to make any sort of prediction as to whether a tenure slot might open up for an individual who was currently in a non-tenure track position. On the other hand, he thought it was quite feasible for a departmental chairman to inform those individuals who are in tenure-track positions whether or not in the estimation of his or her colleagues they were making satisfactory progress toward tenure. Essentially, he said, what is being evaluated is their performance whether the word "tenure" is mentioned or not.

Dean Solomon, referring to the issue of periodic review, noted that in some disciplines it would be expected that a young assistant professor, after three or four years' time, would produce some reasonably good publishing results. In other disciplines one could not expect that person to produce a usable result for almost the length of the total probationary period. He said that there was no way someone can give reliable statements for people in a discipline where a product could not be expected to be produced in a few years.

Professor Morgan moved to refer Resolution 81/11 to the Appointment, Salary and Promotion Policies Committee, and Professor Hill seconded it. The question was called, and the motion adopted. (Resolution 81/11 attached; a letter dated March 12, 1982, to the Faculty Senate from Professor David Robinson, Jr., pertaining to Resolution 81/11 was distributed and referred to the above-stated committees.)

- 4 Under Introduction of Resolutions, Professor Robinson, on behalf of the Appointment, Salary and Promotion Policies Committee, submitted a report on faculty salaries. This report was submitted without an accompanying resolution. She asked that it be included in the minutes for distribution to the faculty. (Report attached.)

- 5 (a) On behalf of the Executive Committee, Professor Hill nominated the following faculty for election to the Nominating Committee for the Executive Committee for the 1982-83 Session: Professors Peter P. Hill, Convener (Columbian College), Raymond R. Fox (SEAS), Frederick C. Kurtz (SGBA), Robert E. Park (Law), Howard C. Pierpont (Medical), Martha N. Rashid (Education), and Lilien F. Robinson (Columbian College). There were no additional nominations from the floor, and the slate was elected unanimously.

(b) Professor Hill reported on the activities of the Executive Committee, as follows: (1) The President approved changing the cutoff date for the cap and gown subsidy from March 1, 1982, to November 13, 1981, since the first public announcement that such a subsidy might be forthcoming was made on November 13, 1981. (2) The Executive Committee, with the concurrence of the Provost, has sent an invitation to all department chairmen to make comments to the Provost on the latter's plans to repeat his usage of the document known as the "Senior Faculty Salary Guidelines." A copy of that invitation will be included in the minutes of this meeting. (3) Plans were being made to redecorate the Faculty Conference Room in the way of repainting, new curtains, repairing and cleaning the blinds, sofas, and rug. (4) Plans were going forward for recognition of faculty who are scheduled to retire and those who have served 25 years at the University. This annual event will take place on Thursday, April 29th. The Planning Committee has decided to hold a mid-day luncheon instead of an evening dinner and it will be called "Faculty Recognition Luncheon." Chairmen and deans will receive early notice of this event and more formal invitations will go out to all faculty shortly. The luncheon will be held in the main dining room of the University Club at \$10.00 a person. Those faculty being honored will be guests of the President.



5

(c) There were no Interim Reports of Senate Standing Committees.

Under Brief Statements, Professor Pierpont noted that the British have come up with a term for distinguishing non-tenure track from tenure-track positions. In an article in the Chronicle, the British refer to non-tenure track positions as "unestablished" and tenure-track positions as "established."

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Upon motion made and seconded, the Provost adjourned the meeting at 3:11 p.m.



Robert Gebhardtsbauer  
Secretary

A RESOLUTION ON GUIDELINES  
FOR PLANNING COMMENCEMENT EXERCISES (81/10)

WHEREAS, the Faculty Senate on April 10, 1981, mandated, by Resolution 81/1 (A Resolution on Student Participation in the Selection of Commencement Speakers), that the Joint Committee of Faculty and Students and the Public Ceremonies Committee prepare guidelines which will assure that appropriate committees of each school and college submit their nominations for the Spring Commencement in a timely and appropriate manner, and

WHEREAS, these guidelines are to be submitted for approval by the Faculty Senate and by the GWU Student Association as indicated in the above-mentioned Faculty Senate resolution, and

WHEREAS, there is a significant difference between planning for the University-wide Winter Convocation and planning for the several Spring Commencement exercises; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Public Ceremonies Committee (including GWUSA representatives and the University Marshal) continue to plan for the Winter Convocation, that this committee solicit suggestions for Convocation speakers from faculty and students no later than September 15, and that it make its recommendations to the President by October 15; and
- (2) That each school or college of the University identify in the fall the group of faculty and students which will assist in the planning of its Spring Commencement; and that this group, including at least one of that school's or college's elected student representatives from GWUSA, develop criteria and make recommendations for the speaker and other features of the commencement activities; and
- (3) That each group, in consultation with its Dean and the University Marshal, begin its planning by October 15; and that each group submit to its Dean, no later than December 15, its recommendations for the speaker, recipients of honorary degrees, or changes in the commencement exercises; and
- (4) That each planning group assume the responsibility of seeking recommendations from faculty and students in a manner which will maintain confidentiality regarding names of persons considered for the speaker and recipients of honorary degrees.

Joint Committee of Faculty and Students  
Public Ceremonies Committee  
February 2, 1982

March 12, 1982, adopted, as amended

A RESOLUTION TO AMEND THE FACULTY CODE TO INCLUDE  
A STATEMENT ON CRITERIA FOR TENURE (81/11)

WHEREAS, there are general criteria for promotion in the Faculty Code; and

WHEREAS, the schools of this University have both different criteria for awarding tenure and different degrees of specificity in their criteria; and

WHEREAS, some guidelines for awarding tenure would be desirable and appropriate in the Faculty Code, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) that the University recognize the fact that different schools have different criteria, and this recognition be explicated by inserting new Paragraph IV-C in the Faculty Code (and relettering present C as D):

IV-C. Tenure.

1. Each school, college, or comparable educational division shall establish and publish criteria on which the decision to award tenure is based. If individual departments maintain additional criteria, these will be published also.
2. Each department, division or comparable program shall establish procedures for informing faculty members periodically concerning their probable status with regard to tenure; such information will not constitute a commitment to recommend tenure, but shall aim to aid faculty members in assessing their potential for achieving tenure.

Committee on Professional Ethics and Academic Freedom  
February 26, 1982

March 12, 1982, referred to the Appointment, Salary and Promotion Policies Committee



# REPORT OF THE FACULTY SENATE APPOINTMENT, SALARY, PROMOTION COMMITTEE

## INTRODUCTION

On March 31, 1981 President Elliott requested that the Special Committee on Faculty Salary Problems as They Relate to the Increasing Cost of living "... add other data to that already supplied with its reports, such as:

1. Comparison of Consumer Price Index figures to salary increases going back to 1965
2. Comparison of G.W. faculty salaries to those of other universities for a longer period, perhaps in 5-year intervals, i.e., 1965-1970-1975-1980"

Since the Special Committee had completed its original assignment and was discharged, President Elliott's request was forwarded to the Appointment, Salary, Promotion Policies Committee. This report deals with the issues cited by the President.

## REPORT OF THE COMMITTEE

### I. Background: Concern regarding Faculty Salary levels at G.W.U.

#### A. 1965

In 1965 data from the AAUP showed that G.W.U. was on the C and D scales. The Hatchet reported (March 9, 1965):

"Only one private, independent urban university, and that in the deep South, appears to be in the same low category as G.W.U."

At this time the faculty began a move to raise salaries, and as the following brief history indicates, the request for increase of salaries was accepted by the Board of Trustees and then by incoming President, Lloyd Elliott.

1. A letter sent to Acting President O. Colclough on March 3, 1965 from the Faculty Senate included a proposal to raise G.W.U. salaries to "AAUP Minimum A levels by 1970-1971."

2. University Resolution (April 1, 1965) was passed by the Board of Trustees stating that "...The Board is doing everything it can to obtain those objectives at the earliest possible date."

B. 1966

Increase of faculty salaries became a firm commitment of the current administration. On March 11, 1966 President Elliott addressed the University Senate.

He noted "...that two major objectives of the University to be reached were: (1) the attainment of the "A" rating on the AAUP Salary Scale within the next five years and (2) the attainment of a normal teaching load of nine hours even earlier."

C. 1967

On April 12, 1967, as part of his report on the Middle States Evaluation, President Elliott included a statement from the Evaluation team. The team singled out for special mention twelve items. Of special interest is item #6: "...the central administration for raising faculty salaries and for planning to meet the A.A.U.P. 'A' average scale in each faculty rank on a university-wide basis by 1970-71;"

D. 1968

On February 6, 1968 President Elliott reaffirmed this commitment in his address to the Faculty Assembly. He indicated that "Raising faculty salaries and strengthening the Library were recognized as two urgent matters before this institution."

E. 1970

1. In its annual report for 1969-1970 the Senate Committee on Appointment, Salary, and Promotion Policies reported on the University's progress towards reaching the A.A.U.P. "A" average salary level by the specified goal of 1970-71:

...1970-71 budget figures supplied the Committee by Director of the Budget Johnson indicated that the commitment to reach the AAUP A-scale average compensation will have been reached. Coincident with the University's reaching its goal, the AAUP has revised its method of comparing salary levels, abandoning the letter-grade scale for a more realistic decile system distinguishing among institutions of different types. While the system was not yet sufficiently refined to allow the committee to determine precisely where we stand, preliminary figures suggest that our 1970-71 compensation levels will place us among "Universities and Technical Institutions" as follows:  
Professors--3rd decile, Associate Professors--7th decile, Assistant Professors--9th decile, Instructors--7th decile. Clearly, the matter of salary levels must be re-examined and should be a major concern of the committee next year.

2. An examination of the data on faculty salaries for 1965-1970 (provided below) clearly indicates that the University had made great strides in increasing faculty salaries and fulfilling its commitment.

	<u>Full Prof.</u>	<u>Assoc. Prof.</u>	<u>Ass't Prof.</u>
1965	12,000	10,000	9,400
1966	13,400	10,900	8,900
1967	14,800	11,600	9,400
1968	16,900	12,400	9,800
1969	18,700	12,800	10,200
1970	21,200	14,000	11,000

3. It should be noted that the Special Committee on Faculty Salaries reported on family budgets rather than the consumer price index. The



committee report also includes a memorandum (Prof. Stewart) which addresses the question of the selection of the appropriate index:

...Which index is most appropriate? Clearly the family budget indices are more pertinent and complete indicants of changes in the cost of living for most faculty. They include income taxes and social security, not just consumption. They are also calibrated for several income levels, which the CPI is not. Finally, they are estimated by metropolitan area, including the Washington SMSA.

.....  
For faculty which has purchased a house very recently, or is about to do so in the immediate future, the CPI could be a better indication of cost consumption changes, since it includes the current cost of housing, mortgages, etc., whereas the family budget includes the cost six years back. For faculty which purchased a house a long time ago, when prices and interest rates were much lower, but is still paying substantial interest, all these indices overstate the increase in cost of consumption. Faculty recently hired is likely to be renting, with rents fully reflecting current prices, whereas faculty hired in the past is likely to live in its own home, sheltered to some extent from recent sharp rises in both rentals and costs of home ownership.

The Special Committee also noted that:

In sum, the recent year to year changes in the CPI set an upper bound to changes in consumption costs, the changes in family budget costs are the best indicators of costs of living trends for many faculty, but even they overstate changes for faculty who bought homes when prices and interest rates were lower than they were six years ago (8% in 1973, 9% in 1974). In the future, should mortgage interest rates drop sharply, family budget indices may overstate the increase in cost of living for recently hired faculty. In sum, there is no one best index of changes in living costs for all faculty all the time.

## II. Comparison of Consumer Price Index to Faculty Salary Increases

As previously indicated in the present report, President Elliott specifically requested the use of CPI index in further analysis of the salary situation.

Accordingly, the Appointment, Salary Promotion Policies Committee has prepared a separate analysis for three faculty ranks. In each the CPI

and the faculty salary for 1970 have been reindexed to equal 100. The comparison for the CPI and faculty salary have been plotted for the years 1970-1980. (Table 1-3)

This comparative study indicates that the conclusion will be the same regardless of whether the CPI or the Family Budget Indices are used. The disparity between faculty salary and the CPI continues to increase yearly.

### III. Comparison of G.W.U. Faculty Compensation to other Universities

As requested by President Elliott, the Appointment, Salary, Promotion Committee has examined data available on G.W.U. faculty compensation in relationship to other universities.

Because the data available provides only compensation levels, this portion of the report deals with faculty compensation rather than salary. Tables 4-6 provide compensation data for 1970, 1975, and 1980 by rank. The percentage of change in compensation during the 1970-1980 period is also provided.

As indicated throughout this report, there has been a significant improvement in faculty salary/compensation levels. In general, the percentage of change in G.W.U. compensation for 1970-1980 compares favorably to the percentage of change at other universities. The percentage of change at G.W.U. is: 174% - professor; 191% - associate professor; and 186% - assistant professor. It is, however, apparent that on the full professorial level the percentage of change has been less than in the case of the other two ranks.

In reference to the percentage of change at area universities, Georgetown

University has clearly made the most dramatic strides. With the exception of the assistant professorial level (equal to G.W.U.'s) Georgetown University also has the highest level of salary.

It must be stressed that although G.W.U. compensation has improved considerably and rapidly, especially for the assistant and associate professorial level, and the percentage of change appears high, the final conclusions on salary/compensation levels can not be made without reference to family budgets and consumer price index. These are the most accurate measures of the financial situation of faculty. Consideration of salary/compensation in reference to these two items is in reality more significant than comparison to salary/compensation at other universities. The disparity between faculty salary/compensation and the CPI not only remains but continues to increase. Therefore, the grave concern over salary expressed by faculty in 1965 still exists in 1982.

#### CONCLUSION

As this report indicates the disparity between faculty salary and the CPI exists and continues to broaden. This is a matter of grave concern for faculty and the Appointment, Salary, Promotion Policies committee urges continued examination and appropriate action regarding this issue.

However the committee also wishes to acknowledge and emphasize that under President Elliott's leadership significant gains have been made and there has been considerable improvement in the faculty salary scale. In addition, the objective, pressed by President Elliott on March 11, 1966, of a reduction in teaching load, has been achieved.



page 7.

It should be acknowledged that while the faculty continues to request further improvement in salary scales, it must also recognize the importance of its own role during this period of economic difficulty. In a university such as this which depends heavily on tuition revenues, it is primarily faculty performance and reputation which attracts the students who are the source of these revenues. Steady gains in faculty productivity, through effective teaching and research, are the most important contribution which we, individually and collectively, can make in this situation.

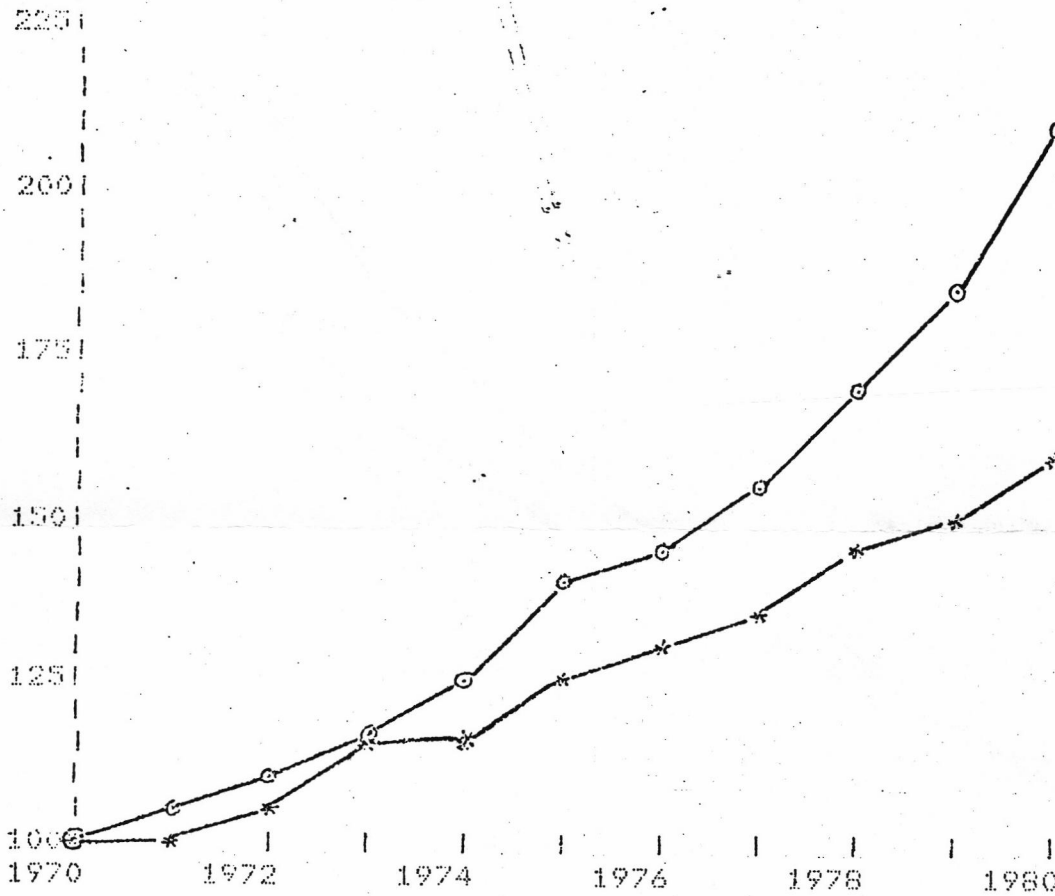
Lloyd S. Bowling, Speech and Drama  
Ali B. Cambel, Civil, Mechanical, Environmental Engineering  
Victor Cohn, Pharmacology  
Mervyn Elgart, Dermatology  
Phyllis D. Kind, Microbiology  
Arthur D. Kirsch, Statistics  
Joseph Levy, Chemistry  
Sonya A. Quitslund, Religion  
Philip N. Reeves, Health Service Administration  
Lilien F. Robinson, Art  
Pilar G. Saenz, Romance Languages  
Klaus Thoenelt, German Language  
David Weaver, Law School

ex officio: Harold F. Bright, Provost

March 11, 1982

TABLE 1

GEORGE WASHINGTON UNIVERSITY  
CONSUMER PRICE INDEX  
VS SALARY (1970 - 1980)  
FULL PROFESSORS



CPI

SALARY

1970 BASE = 100

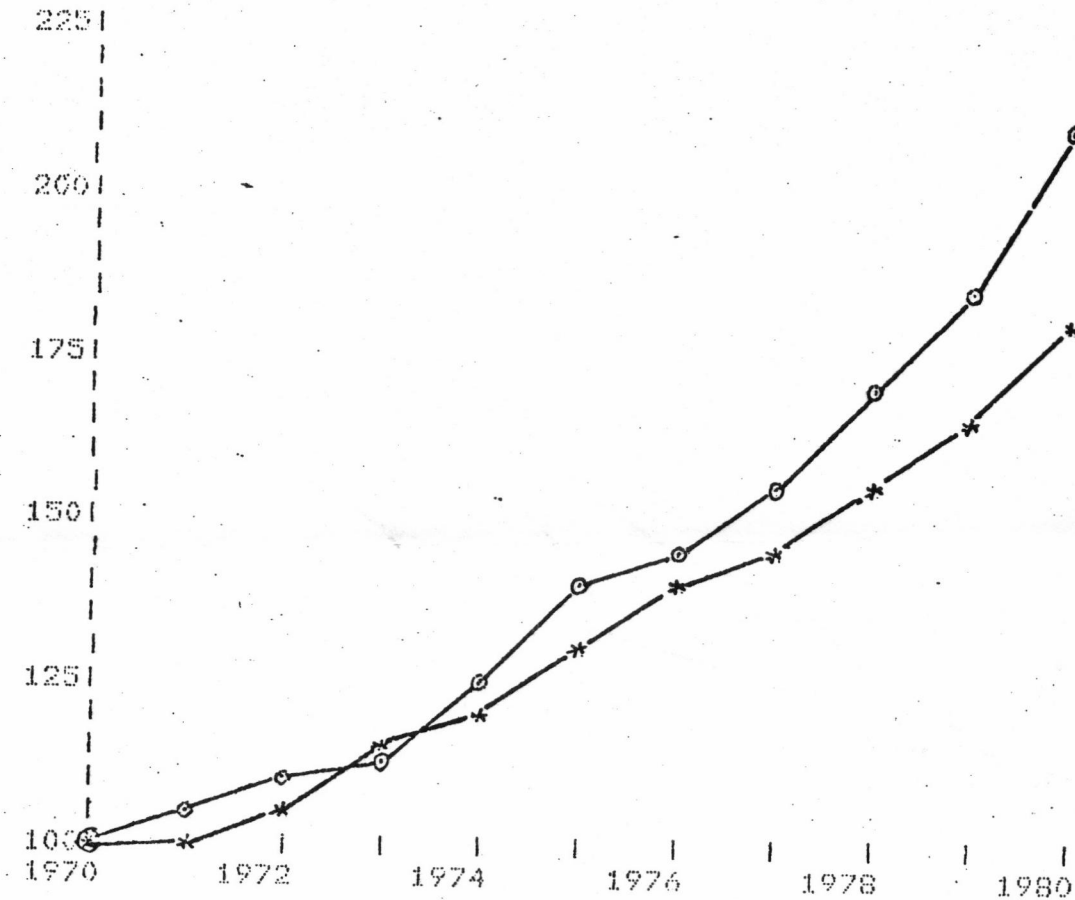
CPI

SALARY

			○	*
1970	100.0	21200	100	100
1971	121.3	21600	104	102
1972	125.3	22300	108	105
1973	133.1	23900	114	113
1974	147.7	24600	127	116
1975	161.2	26100	139	123
1976	170.5	27300	147	129
1977	181.5	28700	156	135
1978	195.4	30600	168	144
1979	217.4	32100	187	151
1980	245.8	34400	211	162

TABLE 2

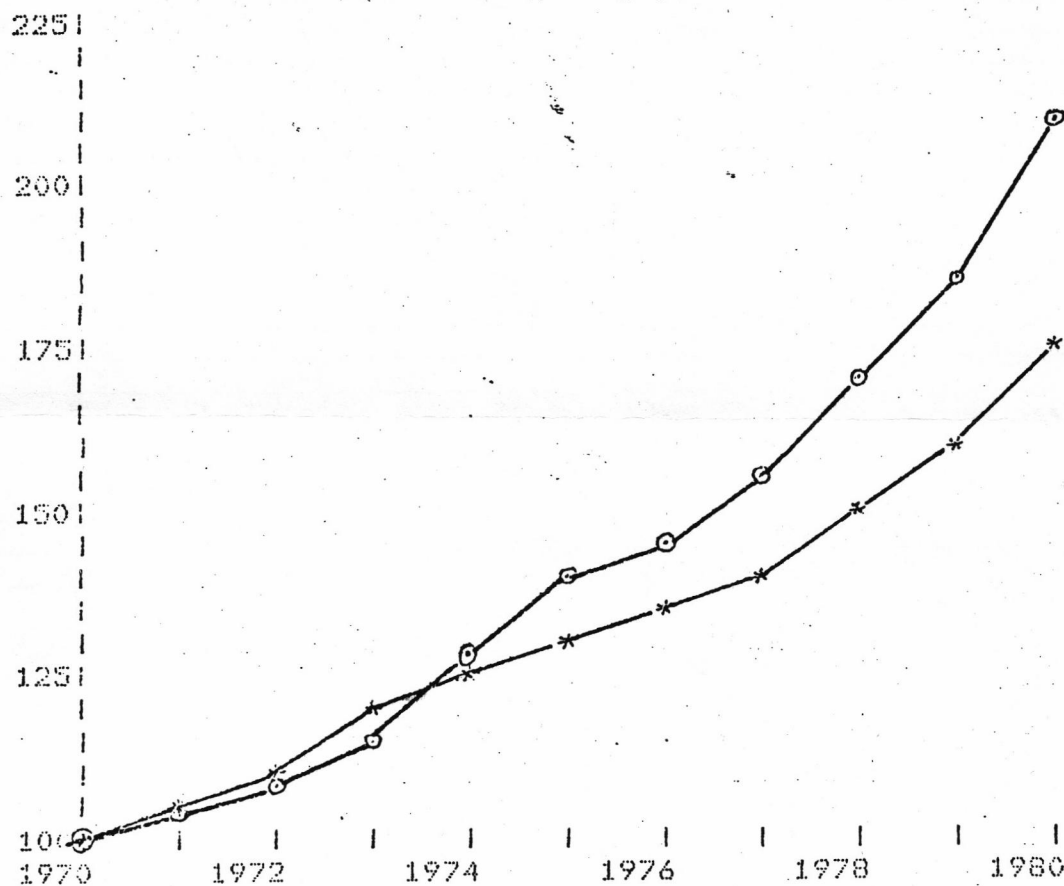
GEORGE WASHINGTON UNIVERSITY  
CONSUMER PRICE INDEX  
VS SALARY (1970 - 1980)  
ASSOCIATE PROFESSORS



	CPI	SALARY	1970 BASE = 100	
			CPI	SALARY
1970	116.3	14000	100	100
1971	121.3	14200	104	101
1972	125.3	14800	108	106
1973	133.1	16400	114	117
1974	147.7	17100	127	122
1975	161.2	18400	139	131
1976	170.5	19600	147	140
1977	181.5	20600	156	147
1978	195.4	21900	168	156
1979	217.4	23000	187	164
1980	245.8	25000	211	179

TABLE 3

GEORGE WASHINGTON UNIVERSITY  
CONSUMER PRICE INDEX  
VS SALARY (1970 - 1980)  
ASSISTANT PROFESSORS



CPI

SALARY

1970 BASE = 100

CPI

SALARY

			○	*
1970	116.3	11000	100	100
1971	121.3	11500	104	105
1972	125.3	12100	108	110
1973	133.1	13000	114	118
1974	147.7	13500	127	123
1975	161.2	14400	139	131
1976	170.5	14900	147	135
1977	181.5	15300	156	139
1978	195.4	16500	168	150
1979	217.4	17600	187	160
1980	245.3	19000	211	173

FACULTY COMPENSATION

Full Professor	1970	1975	1980	1980/1970 % change
George Washington U.	23.9	29.9	41.5	174
Georgetown U.	20.9	30.1	43.3	207
American U.	22.0	27.2	37.6	171
Catholic U.	21.1	23.4	32.0	152
Stanford U.	25.0	32.7	48.5	194
Yale U.	28.5	34.1	46.7	164
Northwestern U.	25.7	31.9	44.4	173
U. of Chicago	26.6	33.8	46.3	174
Johns Hopkins U.	26.9	33.9	46.6	173
Brandeis U.	24.9	31.0	45.4	182
Harvard U.	27.2	35.7	52.6	193
MIT	25.9	33.8	48.0	185
Tufts U.	22.9	28.8	44.6	195
U. of Michigan	23.8	31.6	44.3	186
Dartmouth U.	23.2	30.9	41.7	180
Princeton U.	25.5	32.0	45.5	178
Columbia U.	25.8	33.3	46.7	181
Cornell U.	25.1	32.0	44.1	176
NYU	24.0	32.2	44.5	185
Syracuse U.	22.4	28.0	39.5	176
U. of Rochester	25.5	30.6	41.1	161
Duke U.	23.9	30.4	42.2	177
Case Western U.	23.0	27.7	40.1	174
Carnegie-Mellon U.	23.4	29.8	42.0	179
Temple U.	23.8	28.6	40.5	170
U. of Pennsylvania	24.8	32.8	46.5	188
U. of Pittsburgh	22.2	29.5	44.0	198
Brown U.	24.2	29.2	42.4	175
Rice U.	22.7	27.7	39.2	173



TABLE 5

## FACULTY COMPENSATION

Associate Professor	1970	1975	1980	1980/1970 % change
George Washington U.	16.0	21.4	30.6	191
Georgetown U.	16.5	22.6	32.4	196
American U.	16.4	20.5	28.9	176
Catholic U.	14.	17.8	24.9	169
Stanford U.	17.9	23.5	33.1	185
Yale U.	17.4	20.5	28.0	161
Northwestern U.	17.6	21.8	30.5	173
U. of Chicago	18.5	23.4	31.1	168
Johns Hopkins U.	17.1	20.2	33.5	196
Brandeis U.	17.6	21.9	31.9	181
Harvard U.	18.6	22.3	27.8	149
MIT	17.1	22.8	33.2	194
Tufts U.	15.8	21.5	31.6	200
U. of Michigan	17.5	23.0	33.3	190
Dartmouth U.	17.4	21.1	29.1	167
Princeton U.	16.6	21.4	29.3	177
Columbia U.	17.3	22.7	32.8	190
Cornell U.	17.8	22.2	30.7	172
NYU	17.1	23.5	31.4	184
Syracuse U.	16.3	21.0	29.2	179
U. of Rochester	18.1	22.1	31.1	172
Duke U.	16.5	21.6	30.6	185
Case Western U.	16.3	20.2	29.8	183
Carnegie-Mellon U.	15.4	20.6	28.2	183
Temple U.	18.0	21.1	31.2	173
U. of Pennsylvania	17.4	23.0	33.7	194
U. of Pittsburgh	16.5	21.3	31.9	193
Brown U.	16.8	20.7	29.4	175
Rice U.	16.4	19.5	28.0	171

FACULTY COMPENSATION

TABLE 6

Assistant Professor	1970	1975	1980	1980/1970 % change
George Washington U.	12.7	17.0	23.6	186
Georgetown U.	12.5	16.9	23.6	189
American U.	13.6	17.0	22.3	164
Catholic U.	11.6	15.0	20.6	178
Stanford U.	14.1	17.8	24.9	177
Yale U.	13.2	14.8	21.8	165
Northwestern U.	14.1	17.8	24.6	174
U. of Chicago	14.4	18.3	26.0	181
Johns Hopkins U.	12.2	15.9	24.6	202
Brandeis U.	12.9	16.8	22.3	173
Harvard U.	14.3	17.2	24.1	169
MIT	13.9	18.5	26.1	188
Tufts U.	12.3	16.6	23.9	194
U. of Michigan	14.4	18.9	26.1	181
Dartmouth U.	13.3	15.7	22.8	171
Princeton U.	13.1	16.1	22.1	169
Columbia U.	13.3	17.1	23.4	176
Cornell U.	14.1	17.4	24.4	173
NYU	14.0	18.9	25.4	181
Syracuse U.	13.5	16.3	23.1	171
U. of Rochester	14.1	17.6	23.7	168
Duke U.	13.3	17.3	22.7	171
Case Western U.	13.2	15.9	23.0	174
Carnegie-Mellon U.	12.9	16.0	23.3	180
Temple U.	14.7	17.5	25.1	171
U. of Pennsylvania	13.3	18.1	26.4	198
U. of Pittsburgh	13.4	17.1	24.0	179
Brown U.	13.4	15.7	21.9	163
Rice U.	13.3	15.9	22.8	171

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

February 26, 1982

To Department Chairmen

From the Executive Committee of the Faculty Senate

*P. Hill*

Subj.: Senior Faculty Salary Guidelines

The Executive Committee, with the Provost's concurrence, invites Department Chairmen to make written commentary on the document known as "Senior Faculty Salary Guidelines," such commentary to be addressed to the Provost.

Explanation: (see also attachments)

(1) On Oct. 12, 1981, the Provost distributed "Guidelines" setting forth criteria for determining individual salary increases for "senior faculty," i.e., those whose salaries were \$40,000 or more. He also asked department chairmen and deans for written statements to indicate whether such faculty had met these criteria.

(2) On Dec. 11, 1981, after noting several procedural and substantive uncertainties in the "Guidelines," the Executive Committee recommended that "in future the University Administration consult in advance with such faculty bodies as may be deemed appropriate before altering or refining the traditional methods of salary determination." The Committee expressed the view that, in this instance, the appropriate consultative faculty would have been the department chairmen.

(3) On Jan. 26, 1982, the Provost announced (at a Faculty Assembly) that he intended to repeat his usage of the Senior Faculty Salary Guidelines in the year 1982-83.

To preserve the principle of consultation, therefore, the Executive Committee believes that it would be appropriate and useful for department chairmen, if they so wish, to advise the Provost on any matter relating to the Guidelines.

Is there any more?

There is no more.

That is all.

The book is very small, but it is very good. It is a very good book, and it is very small. It is a very good book, and it is very small. It is a very good book, and it is very small.

It is a very good book.

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THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

The Faculty Senate

March 1, 1982

The Faculty Senate will meet on Friday, March 12, 1982, at 2:10 p.m., in  
Lisner Hall, Room, 603.

AGENDA

1. Call to order
2. Minutes of the regular meeting of February 12, 1982
3. Resolutions:
  - (a) A RESOLUTION ON GUIDELINES FOR PLANNING COMMENCEMENT EXERCISES (81/10); Professor Ruth A. Wallace, Co-Chairman, Joint Committee of Faculty and Students, and Professor A. E. Claeysens, Jr., Chairman, Public Ceremonies Committee (resolution attached)
  - (b) A RESOLUTION TO AMEND THE FACULTY CODE TO INCLUDE A STATEMENT ON CRITERIA FOR TENURE (81/11); Professor William B. Griffith, Chairman, Professional Ethics and Academic Freedom Committee (resolution attached)
4. Introduction of Resolutions
5. General Business:
  - (a) Nomination for election of the Nominating Committee for the Executive Committee for 1982-83: Professors Peter P. Hill, Convener (Columbian College), Raymond R. Fox (Engineering), Frederick C. Kurtz (SGBA), Robert E. Park (Law), Howard C. Pierpont (Medical), Martha N. Rashid (Education), and Lilien F. Robinson (Columbian College)
  - (b) Report of the Executive Committee: Professor Peter P. Hill, Chairman
  - (c) Interim Reports of Senate Standing Committees
6. Brief Statements
7. Adjournment



Robert Gebhardtsbauer  
Secretary



A RESOLUTION ON GUIDELINES  
FOR PLANNING COMMENCEMENT EXERCISES (81/10)

WHEREAS, the Faculty Senate on April 10, 1981, mandated, by Resolution 81/1 (A Resolution on Student Participation in the Selection of Commencement Speakers), that the Joint Committee of Faculty and Students and the Public Ceremonies Committee prepare guidelines which will assure that appropriate committees of each school and college submit their nominations for the Spring Commencement in a timely and appropriate manner, and

WHEREAS, these guidelines are to be submitted for approval by the Faculty Senate and by the GWU Student Association as indicated in the above-mentioned Faculty Senate resolution, and

WHEREAS, there is a significant difference between planning for the University-wide Winter Convocation and planning for the several Spring Commencement exercises; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Public Ceremonies Committee (including GWUSA representatives and the University Marshal) continue to plan for the Winter Convocation, that this committee solicit suggestions for Convocation speakers from faculty and students no later than September 15, and that it make its recommendations to the President by October 15; and
- (2) That each school or college of the University identify in the fall the group of faculty and students which will assist in the planning of its Spring Commencement; and that this group, including student representatives from GWUSA, develop criteria and make recommendations for the speaker and other features of the commencement activities; and
- (3) That each group, in consultation with its Dean and the University Marshal, begin its planning by October 15; and that each group submit to its Dean, no later than December 15, its recommendations for the speaker, recipients of honorary degrees, or changes in the commencement exercises; and
- (4) That each planning group assume the responsibility of seeking recommendations from faculty and students in a manner which will maintain confidentiality regarding names of persons considered for the speaker and recipients of honorary degrees.

Joint Committee of Faculty and Students  
Public Ceremonies Committee  
February 2, 1982

A RESOLUTION TO AMEND THE FACULTY CODE TO INCLUDE  
A STATEMENT ON CRITERIA FOR TENURE (81/11)

WHEREAS, there are general criteria for promotion in the Faculty Code; and

WHEREAS, the schools of this University have both different criteria for awarding tenure and different degrees of specificity in their criteria; and

WHEREAS, some guidelines for awarding tenure would be desirable and appropriate in the Faculty Code, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) that the University recognize the fact that different schools have different criteria, and this recognition be explicated by inserting new Paragraph IV-C in the Faculty Code (and relettering present C as D):

IV-C. Tenure.

1. Each school, college, or comparable educational division shall establish and publish criteria on which the decision to award tenure is based. If individual departments maintain additional criteria, these will be published also.
2. Each department, division or comparable program shall establish procedures for informing faculty members periodically concerning their probable status with regard to tenure; such information will not constitute a commitment to recommend tenure, but shall aim to aid faculty members in assessing their potential for achieving tenure.

Committee on Professional Ethics and Academic Freedom  
February 26, 1982

A RESOLUTION IN SUPPORT OF THE PEOPLE'S LINE  
A STATEMENT OF THE BOARD OF DIRECTORS

WHEREAS, the Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and  
WHEREAS, the Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and  
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WHEREAS, the Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and

IT IS RESOLVED BY THE BOARD OF DIRECTORS OF THE AMERICAN PEOPLE'S PARTY, INC., THAT THE BOARD OF DIRECTORS OF THE AMERICAN PEOPLE'S PARTY, INC.,

DO hereby support the People's Line, and  
DO hereby support the People's Line, and  
DO hereby support the People's Line, and

IN WITNESS WHEREOF, I have hereunto set my hand and the seal of the American People's Party, Inc., this 1st day of January, 1964.

1. The Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and  
2. The Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and  
3. The Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and

4. The Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and  
5. The Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and  
6. The Board of Directors of the American People's Party, Inc., has been organized to support the People's Line, and

AMERICAN PEOPLE'S PARTY, INC.  
January 1, 1964